

## Office of Intergovernmental Relations FY11 Performance Plan

### Contribution to Montgomery County Results

A Responsive and Accountable County Government  
 Affordable Housing in an Inclusive Community  
 An Effective and Efficient Transportation Network  
 Children Prepared to Live and Learn  
 Healthy and Sustainable Communities  
 Safe Streets and Secure Neighborhoods  
 A Strong and Vibrant Economy  
 Vital Living for all of Our Residents

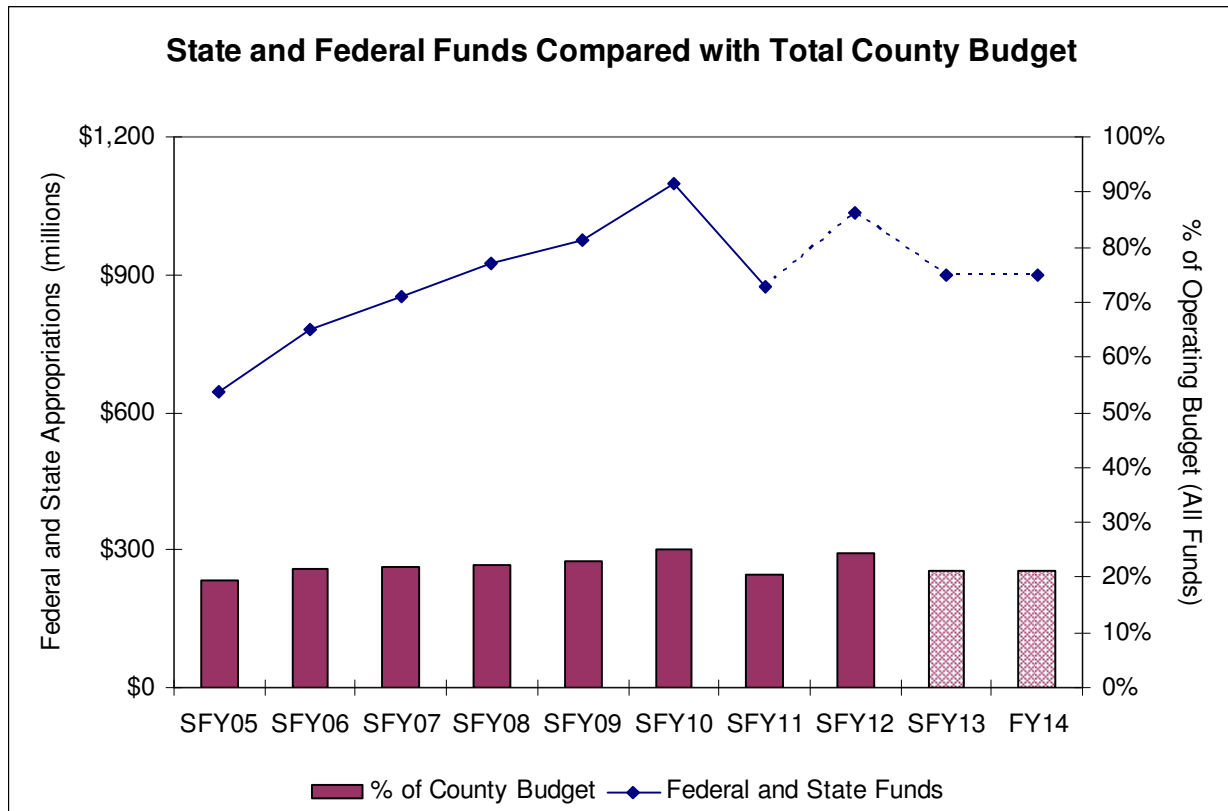
The Office of Intergovernmental Relations, through its State, Federal, and local advocacy efforts, helps support all of the Montgomery County results.

### Contribution of IGR

What IGR Does and for Whom	FY11	FY11
	State	Federal
<b>Overall:</b> Represent County interests at municipal, regional, state, and federal levels	<b>\$571,032</b> <b>3.6 WYs</b>	<b>\$237,930</b> <b>1.50 WYs</b>
<b>Remove Impediments</b> Work within the legislative process to remove financial and statutory barriers that create impediments to achieving Montgomery County Results	<b>\$222,068</b> <b>1.4 WYs</b>	<b>\$79,310</b> <b>0.50 WYs</b>
<b>Program Preparation</b> Prepare and shepherd the annual state legislative program and the annual federal priorities request through the process	<b>\$174,482</b> <b>1.1 WYs</b>	<b>\$79,310</b> <b>0.5 WYs</b>
<b>Liaison</b> Serve as liaison with state government, the County's state delegation, and Congressional staff	<b>\$174,482</b> <b>1.1 WYs</b>	<b>\$79,310</b> <b>0.5 WYs</b>

## Performance

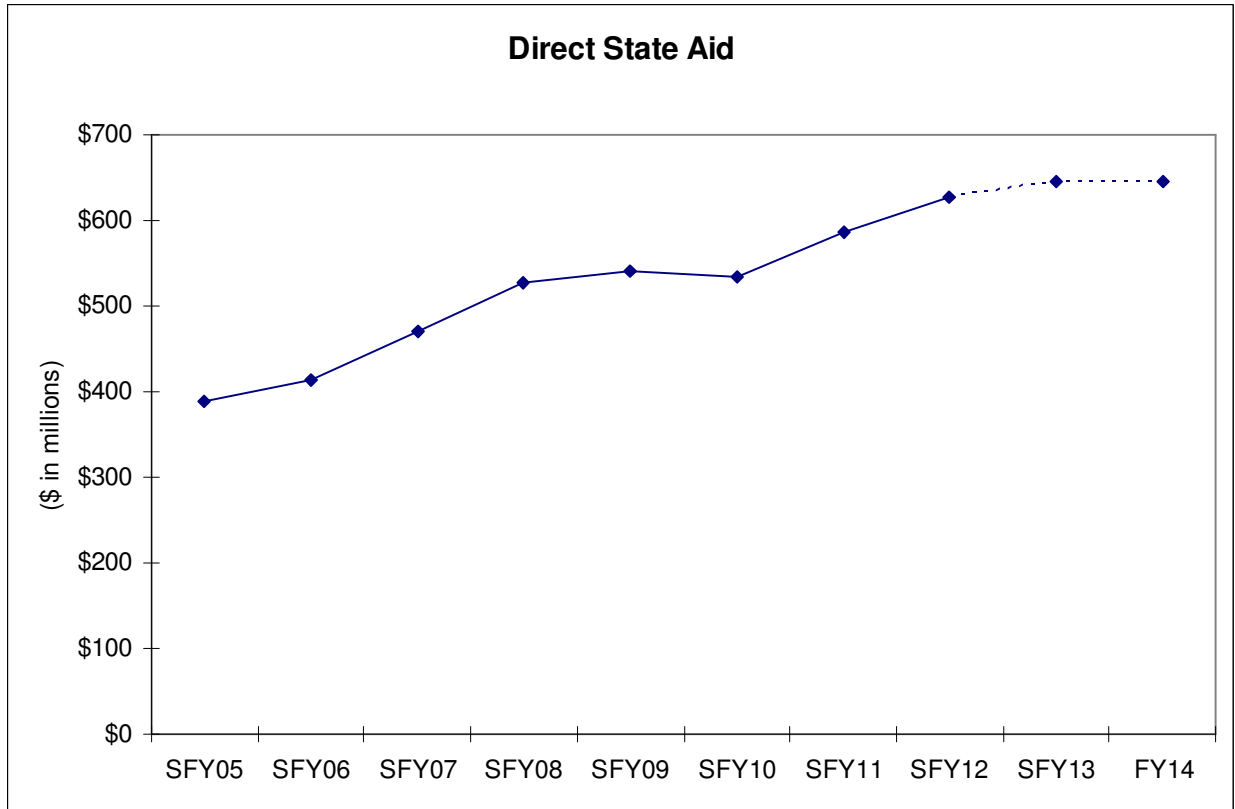
### Measure 1: Percent of Operating Budget State and Federal Funds



Measure 1 shows the proportion of Montgomery County's operating budget supported by revenues provided from specific State and Federal sources, as described below. IGR's goal is to increase the percentage of the County's operating budget supported by State and Federal dollars.

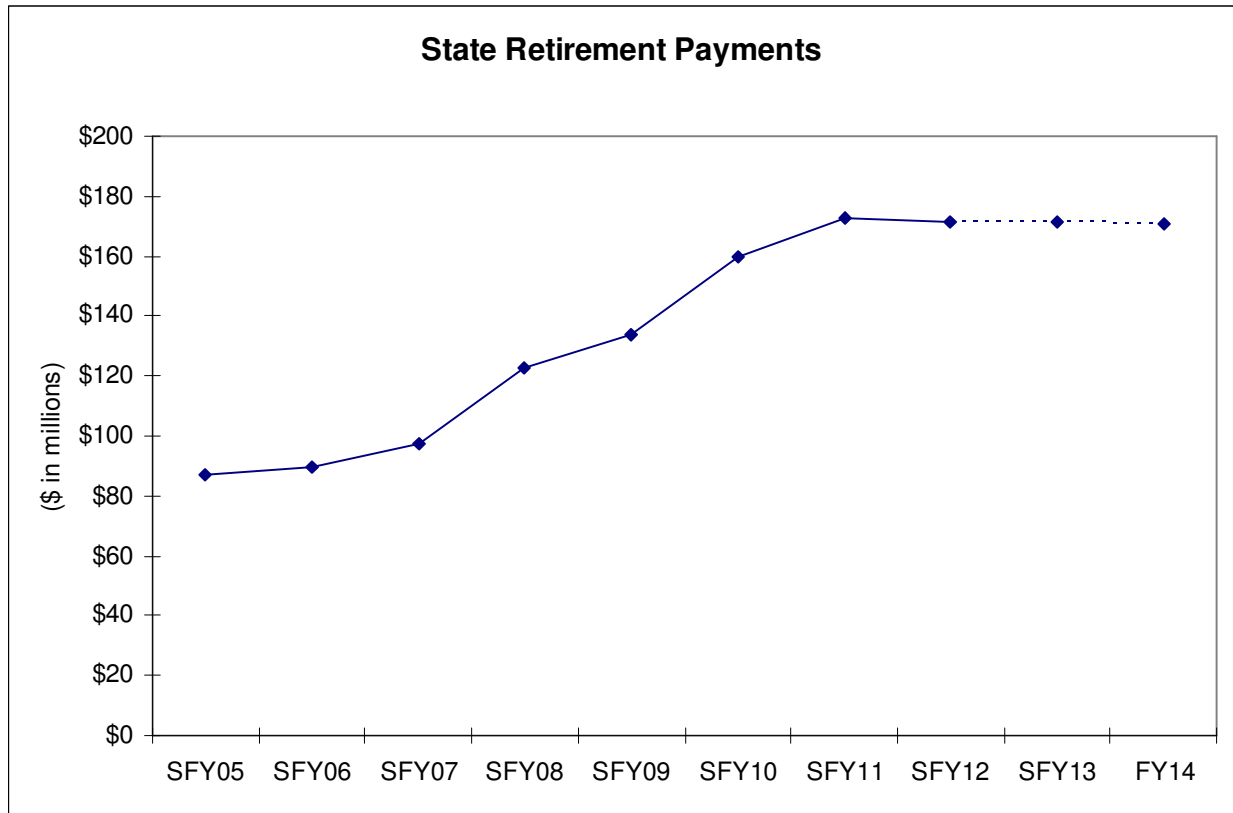
### Sub-measure 1: Direct State Aid

IGR will track Direct State Aid, which is provided to help support the operating costs for locally delivered services and programs. Direct State Aid is comprised mainly of public K-12 education aid, which is allocated inverse to wealth.



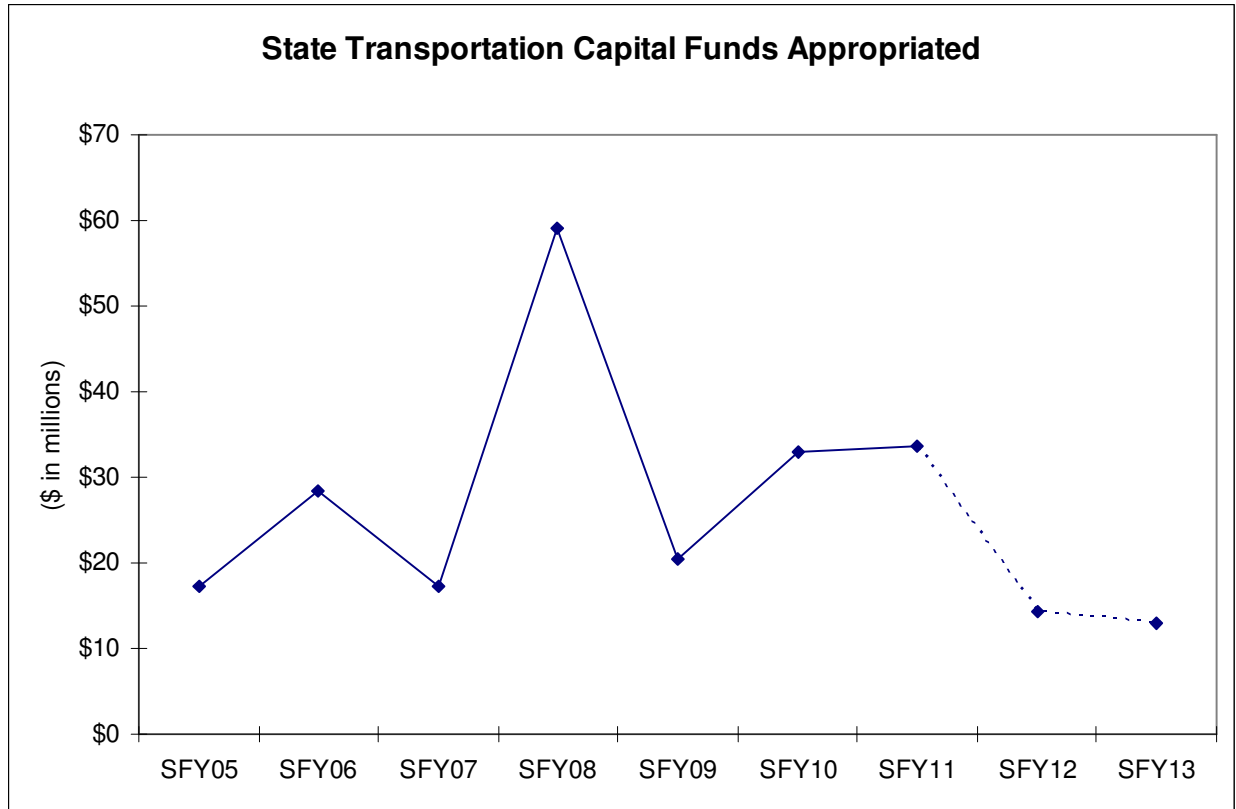
## Sub-measure 2: State Retirement Payments

IGR will track State retirement payments made on behalf of public K-12 teachers and certain community college faculty. Retirement payments are calculated by applying the State's annual pension contribution rate to the eligible salary base.



### Sub-measure 3: State Capital Grants, Transportation

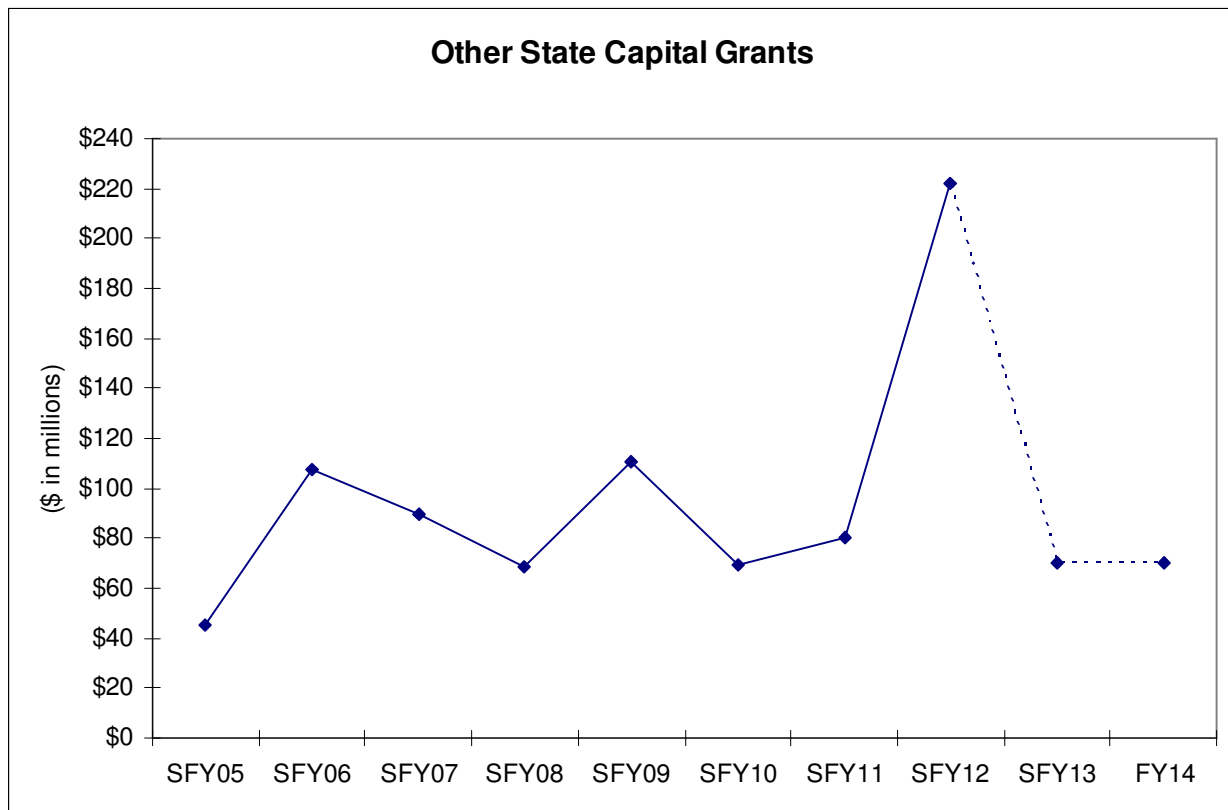
IGR will track State Capital Grants for Transportation projects located in Montgomery County, not including funds for projects considered of regional significance, such as the ICC or Purple Line.



Note: FY08 Includes \$33.225 million for projects on and at intersections with I-270 and I-495.  
FY10 and FY11 include American Recovery and Reinvestment Act funds.

#### Sub-measure 4: State Capital Grants, Other

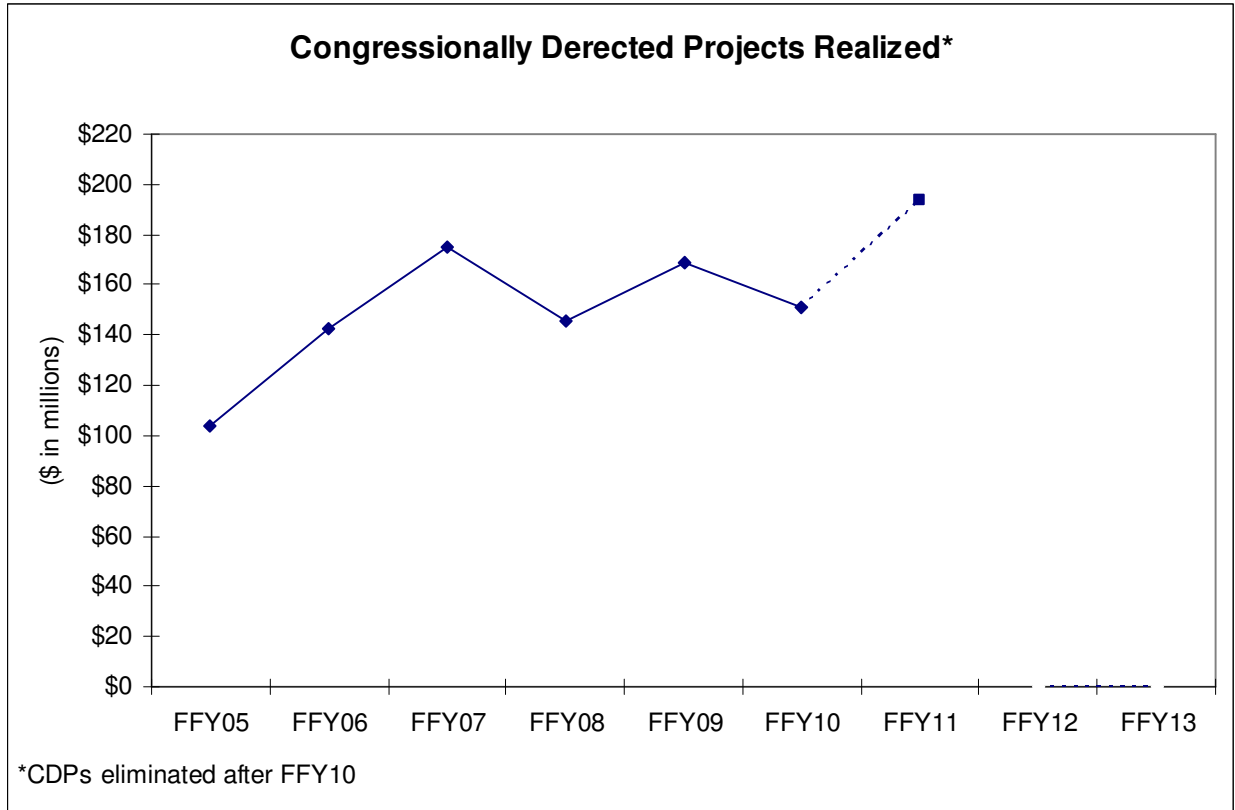
IGR will track State Capital Grants for non-transportation-related projects located in Montgomery County, including grants for public school construction, higher education facilities, mental health facilities, environmental and natural resources projects, and local community initiatives. This does not include transportation.



Note: FY12 includes \$182.5 million in funds for major nutrient removal projects at the Blue Plains Advanced Wastewater Treatment Plant.

### Sub-measure 5: Federal Congressionally Directed Projects

IGR will track Federally Congressionally Directed Projects (CDPs), which are Federal discretionary funds allocated for a project or a program in Montgomery County by a specific member of Congress.



Notes: The Congressional appropriations process has eliminated earmarks/CDPs from annual appropriations bills beginning in FFY11. Federal funding will be allocated through a competitive grants process.

FFY11 includes an anticipated one-time grant from the Department of Defense Office of Economic Adjustment to help underwrite the costs of Base Realignment and Closure (BRAC)-related transportation infrastructure improvements.

### ***Story Behind the Performance (Measure 1):***

#### ***Contributing Factors:***

- Experienced, skilled, and well connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State and Federal levels
- A County Executive, County Council, and departmental and agency staff who regularly partner with IGR to promote the County's agenda at the State and Federal levels
- The State's largest delegation, including members holding key leadership positions in the Maryland General Assembly
- A responsive Congressional Delegation, including members holding leadership positions in Congress

#### ***Restricting Factors:***

Lack of access to the most current information during the State legislative session prevents strategies from being adjusted quickly

- County Executive and the County Council may have differing objectives
- Perception of Montgomery County as wealthy and insular
- Current fiscal climate restricts the State's ability to allocate additional resources
- Increasing competition for diminishing resources at the State and Federal level
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions
- Predisposition of some State Delegation members to support fiscal policies that may not be in the County's overall best interest
- Little control over certain variables that drive formula funds, such as K-12 enrollment, vehicle registrations, etc.
- A process for developing Federal priorities, which include CDPs, that often results in a lengthy list of items that may be unrealistic to attain

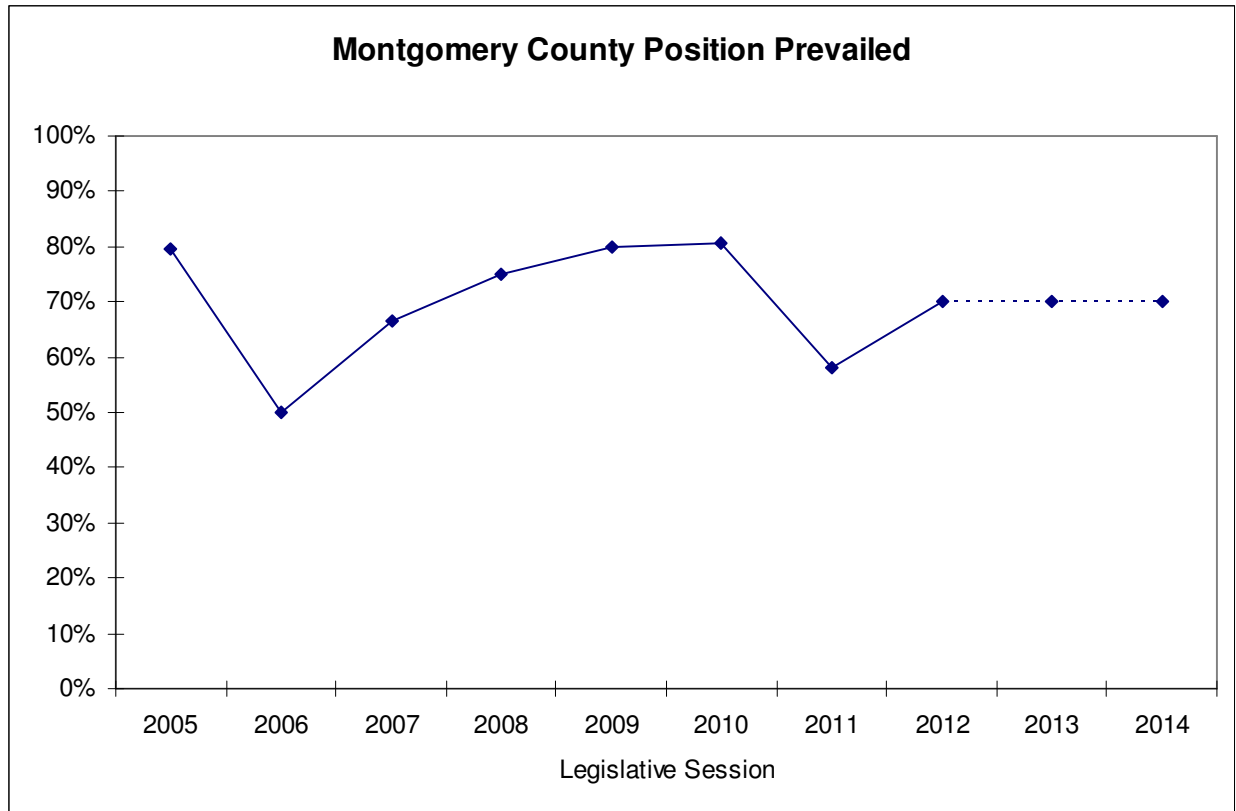
#### ***What We Propose to Do to Improve Performance:***

- Provide the State and Congressional Delegations with information about the projects and programs that are important to Montgomery County in a clearer more concise and frequent manner
- Identify potential allies within and outside of the County to strengthen messages and broaden the base of support for funding priorities
- Continue to improve communications and resource allocations with the County Executive and his staff so that efforts are maximized
- Improve and better maintain the template for tracking Federal appropriations
- Improve communications about Federal efforts, challenges, and outcomes with the Council to encourage the members' help in advocating
- Actively participate in the Washington region COG State and Federal lobbying group
- Attend American Lobbying Group workshops and take advantage of other opportunities to improve strategic development, Federal process knowledge, and broaden Federal lobbying contacts
- Support selectively hiring outside consultants to help identify Federal opportunities, assist in strategic development, and broaden Federal contacts
- Convene more frequent meetings to discuss where issues stand at the State and Federal levels and to determine courses of action, and after final actions are taken, to debrief about what went well, what didn't, and what lessons can be learned from the experience



- Be informed about Federal and State grant applications submitted by County agencies so that an advocacy component may be included and the success rate for awards improved

## Measure 2: Percent of State Legislative Package Where IGR Position Prevailed



***Measure 2 shows the percentage of those bills affecting only Montgomery County, introduced on behalf of the County and by members of the State Delegation, where the County's position prevailed, relative to the number of bills introduced in a given year. IGR's goal is to maximize the number of times the County's position prevailed.***

### ***The Story Behind the Performance (Measure 2)***

#### ***Contributing Factors:***

- Experienced, skilled, and well connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State level
- A County Executive, County Council, and departmental and agency staff who regularly partner with the IGR to promote the County's agenda at the State level

***Restricting Factors:***

- County Executive and the County Council may have differing objectives
- Perception of Montgomery County as wealthy and insular
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions
- Predisposition of some State Delegation members to support fiscal policies that may not be in the County's overall best interest

***What We Propose to Do to Improve Performance:***

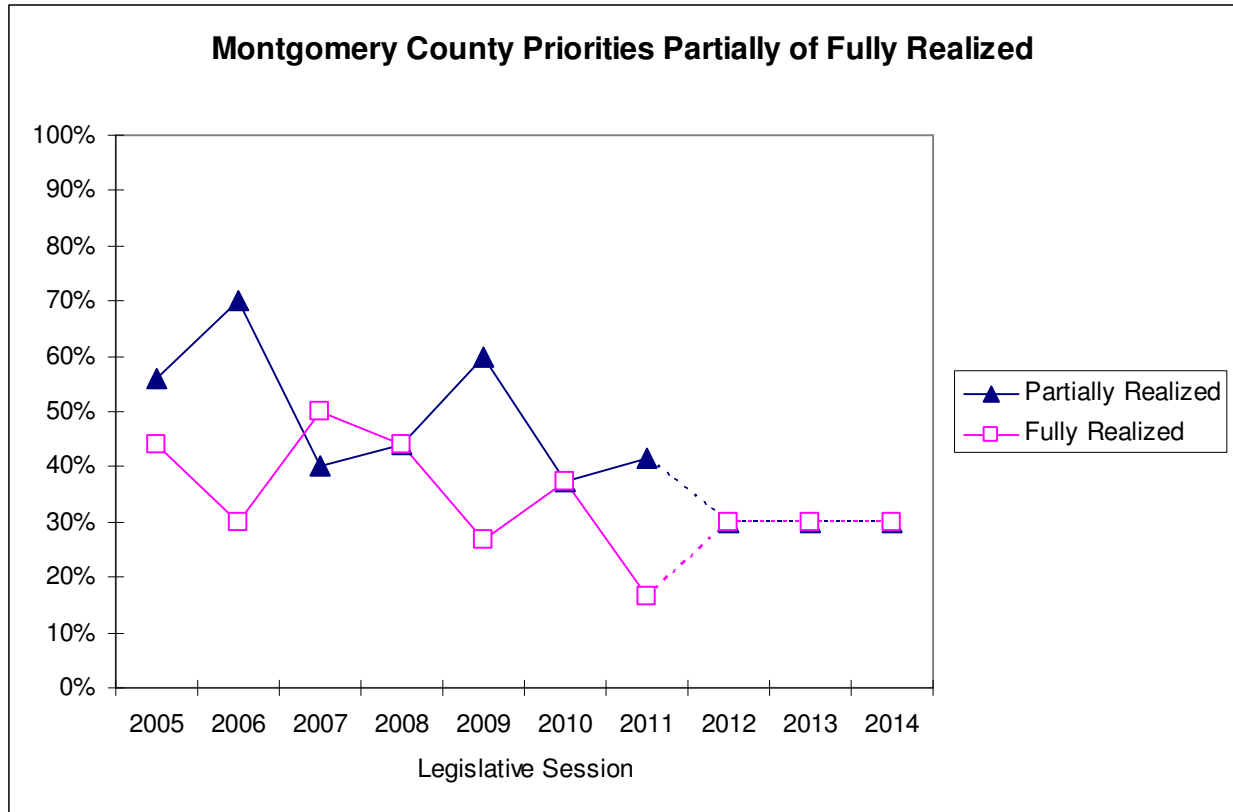
More aggressively pursue the County's positions, via one-on-one contacts, within and outside of the State Delegation

Continue to encourage staff collaboration by reinforcing open door 24/7 policies combined with formal staff meetings

After the session concludes, debrief with staff, Delegation members, and other lobbyists and relevant outside observers to determine what strategies worked and to review what was learned

Continue to nurture relationships with present decision makers and those IGR and others identify as future decision makers

### Measure 3: Percent of State Priorities Partially or Fully Realized



Measure 3 shows the percentage of Montgomery County State priorities, fiscal and policy, that were either fully or partially realized relative to the number of priorities advanced in a given year. IGR's goal is to maximize the percentage of priorities fully realized.

### ***The Story Behind the Performance (Measure 3)***

#### ***Contributing Factors:***

- Experienced, skilled, and well connected staff committed to achieving results
- Authority to represent the views of both the County Executive and the County Council so that the County is able to speak with "one voice" at the State level
- The County Executive, County Council, departmental, and agency staff regularly partner with the IGR to promote the County's agenda at the State level

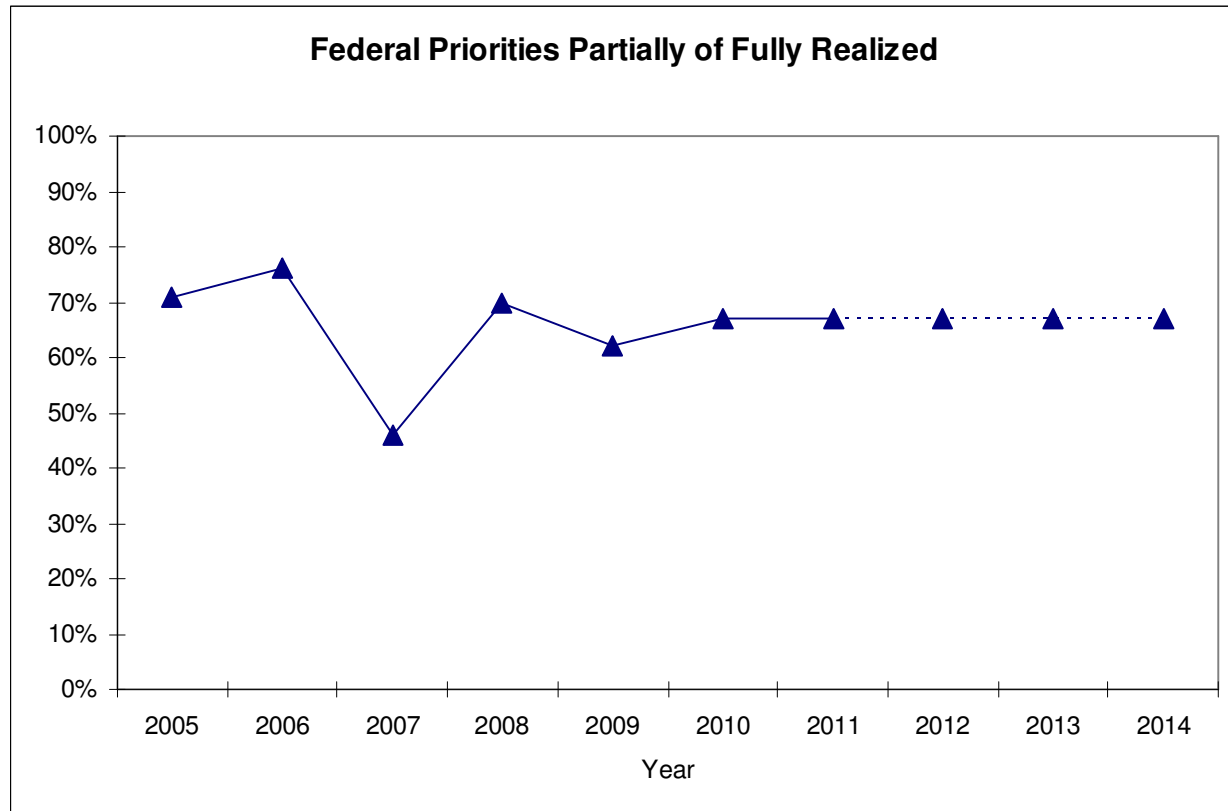
#### ***Restricting Factors:***

- Lack of access to the most current information during the State legislative session prevents strategies from being adjusted quickly
- County Executive and the County Council may have differing objectives
- Perception of Montgomery County as wealthy and insular
- Current fiscal climate restricts the State's ability to allocate additional resources
- Insufficient number of State Delegation members in leadership positions where they are able to influence major fiscal and policy decisions
- Predisposition of some State Delegation members to support policies that may not be in the County's overall best interest

#### ***What We Propose to Do to Improve Performance:***

- Schedule meetings as appropriate with the County Executive prior to weekly Council meeting to share information and to discuss strategies
- Ensure that the House Delegation chair allots time as appropriate on Delegation meeting agendas to allow the Office to discuss County positions on emerging issues, to maintain focus on key County priorities, and to generally reinforce focus on the "big picture"
- Continue to work to obtain agreement on a targeted well defined list of State priorities that could be easily communicated to the State Delegation and other stakeholders
- Continue to encourage staff collaboration by reinforcing open door 24 / 7 policies combined with formal staff meetings
- Continue to identify potential allies within and outside of the County to broaden the base of support for County priorities
- After the session concludes, debrief with staff, Delegation members, other lobbyists and relevant outside observers to determine what strategies worked and to review what was learned
- Continue to nurture relationships with present decision makers and those identified by IGR and others as future decision makers
- Seek out reviews from the Delegation chairs relative to the Office's strengths and weaknesses
- Accept all speaking invitations and other opportunities to help advance the County's agenda, develop new contacts, and elevate awareness of the Office

#### Measure 4: Percent of Federal Priorities Fully or Partially Realized



Note: The Congressional appropriations process has eliminated earmarks/CDPs from annual appropriations bills and federal funding will be allocated through a competitive grants process.

Measure 4 shows the percentage of Montgomery County Federal priorities, fiscal and policy, that were either fully or partially realized relative to the number of priorities advanced in a given year. IGR's goal is to maximize the percentage of priorities fully realized.

### ***The Story Behind the Performance (Measure 4)***

#### ***Contributing Factors:***

- Experienced, skilled, and well connected staff committed to achieving results
- The County Executive, County Council, departmental, and agency staff regularly partner with the Office of Intergovernmental Relations to promote the County's agenda at the Federal level
- A responsive Congressional Delegation, including members holding leadership positions in Congress

#### ***Restricting Factors:***

- Perception of Montgomery County as wealthy and insular
- Increasing competition for diminishing resources at the Federal level
- The process for developing the Federal priorities submission often results in a lengthy list which includes items that may be unrealistic to attain

#### ***What We Propose to Do to Improve Performance:***

- Work to obtain agreement on a more targeted well defined list of Federal priorities that could easily be communicated to the Congressional Delegation and other stakeholders
- Continue to improve relationships to ensure good communication flow so that efforts are maximized
- Improve and better maintain the template for tracking the appropriations process
- Improve communications about Federal efforts, challenges, and outcomes with the Council to encourage the members' help in advocating
- Actively participate in the Washington region COG State and Federal lobbying group
- Attend American Lobbying Group workshops and take advantage of other opportunities to improve strategic development, Federal process knowledge, and broaden Federal lobbying contacts
- Support selectively hiring outside consultants and work closely with those already retained to ensure that the County is identifying Federal opportunities, developing and implementing appropriate strategies, and broadening its use of Federal contacts and other resources
- Convene more frequent meetings to discuss where issues stand and courses of action, and after final actions are taken, to debrief about what went well, what didn't, and what lessons can be learned from the experience